

CHANGES IN CENTRAL ADMINISTRATION STAFF FOR '13-'14

Although I am recommending the addition of several positions for next year, I want to be clear on two points:

- We are understaffed administratively.
- We have been creating efficiencies, so even though we hope to add a number of positions, we have been steadily decreasing the number of positions overall.
- In addition to a wholesale reorganization of the HR department, we are also re-aligning the special education department in a fashion more consistent with the rest of the organization. Namely, administrative staff will be deployed in levels instead of zones. Instead of North, South, East, and West zones, we will staff by Early Childhood, Elementary, Secondary and district-wide specialty programs. We think that this will provide for improved support at the building level in terms of specialized expertise and improved communication; improved collaboration with “general education” administration; and more effective evaluation and accountability in our more specialized district-wide programs and services in special education.

Changes By Division

- Operations: we have split the Security/Energy Specialist position to two positions: Safety/Security Specialist and Environmental/Energy Specialist, for a net increase of one specialist.
- Business & Finance: net reduction of two staff positions; one person is being transferred to an opening at Lincoln High School and the other retired.
- Human Resources: net reduction of two staff positions due to retirement; one specialist position (anticipated); and one administrator, Human Resources Director, due to resignation.
- Student Records: Anticipated reduction of one staff position, the excess position would have the ability to transfer to another district vacancy. This move should come prior to the start of the school year.
- Curriculum, Instruction & Assessment: Net addition of one coordinator (0.5 PE & Health and 0.5 Fine Arts); net addition of two administrators, Director of Teaching & Learning – Elementary and Executive Director of Learning Services & Student Activities
- Schools: Addition of Director of High Schools and Director of Middle Schools and reduction of one Secondary Executive Director and Director of Activities
- Fill the currently vacant HR Leadership role, and the two vacant Associate Superintendent positions each under the title of Chief.

	Line Staff	Specialists	Directors	Executive Directors	Chiefs	Total by Division
Operations	-0-	+1	-0-	-0-	-0-	1
Schools	-1	-0-	-1 (+2)	-1	-0-	-1
Human Resources	-2	-1	-1	-0-	-0-	-4
Curr., Instr. & Ass't.	-0-	+1	+1	+1	-0-	+3
Business & Finance	-2	-0-	-0-	-0-	-0-	-2
Cabinet	-0-	-0-	-0-	-0-	(fill 2 vacancies)	0
Total by Type	-5	+1	+1	-0-	-0-	-3

Rationale for Changes:

Operations: Improved focus on energy conservation and efficiency and improved safety and security. We need more focus on these areas to ensure that we are providing adequate monitoring, training and development.

Schools: This structure will provide much needed direct support for secondary schools in staff evaluation and support; improved consistency in safety, treatment of students and staff, attendance, and family/community engagement.

Human Resources: We are currently in Phase 1 of our reorganization effort. Many positive changes are underway and all changes have been made with existing staff. Over time, through attrition and additional professional development, we will likely continue to reduce the total HR staff while improving performance and adding functions. We will have a new focus on internal communications, equity and diversity, and implement a comprehensive training and development function for all employee groups. Additionally, we will move Wellness and Benefits back to HR and eventually move payroll back to HR. Both of these functions are currently residing in Finance as we did not have the capacity to administer these functions effectively in HR.

Academics: We will move Learning Services and Student Activities under the Academics umbrella. Most of the functions in this area should be closely coordinated with CIA and special education. This structure will provide for improved collaboration among these departments and ensure that they are working in concert with one another. Curriculum, Instruction & Assessment will receive more direct support at both the elementary and secondary levels as well as more support for physical education and fine arts. Student and Family services will remain the same in terms of personnel, but will re-organize to align with the structure in Schools and CIA. This will provide for more efficient and natural collaboration in an area where we need to see much improvement.

Finance: Benefits and Wellness will be moved from Finance to HR. With improvements made to work processes and better utilization of technology, this department will be able to accomplish its mission more effectively with fewer staff.

Strategy:

We intend to utilize the services of a search firm to assist in recruiting the best available talent. We need to look beyond Iowa to find minority candidates for our leadership positions. We intend to use the search firm to help us attract a diverse, talented pool of leadership candidates for the central office and principal positions that we need to fill.

We need to move swiftly. We are over half way through April. We will create timelines for the hiring process working with HR and the search firm. We want to start first with the Chief Officers, with the hope that they may be involved in the selection of the other administrators, if feasible. All positions will be posted internally in addition to the other recruiting efforts of HR and the search firm. Interview teams will be created for each position, consisting of both building level and central office personnel. If we are unable to find a suitable candidate for any position, that position will remain vacant. While we desperately need help, quality is job one.

Budget Impact:

We have 123 administrator positions in the budget, just as we have for the past two years. This will not negatively impact the budget as the district has budgeted for more positions than have been filled for the past few years.

Comparison of Central Administration Administrator Positions and District Enrollment from 2007-2008 through 2013-2014 (proposed)

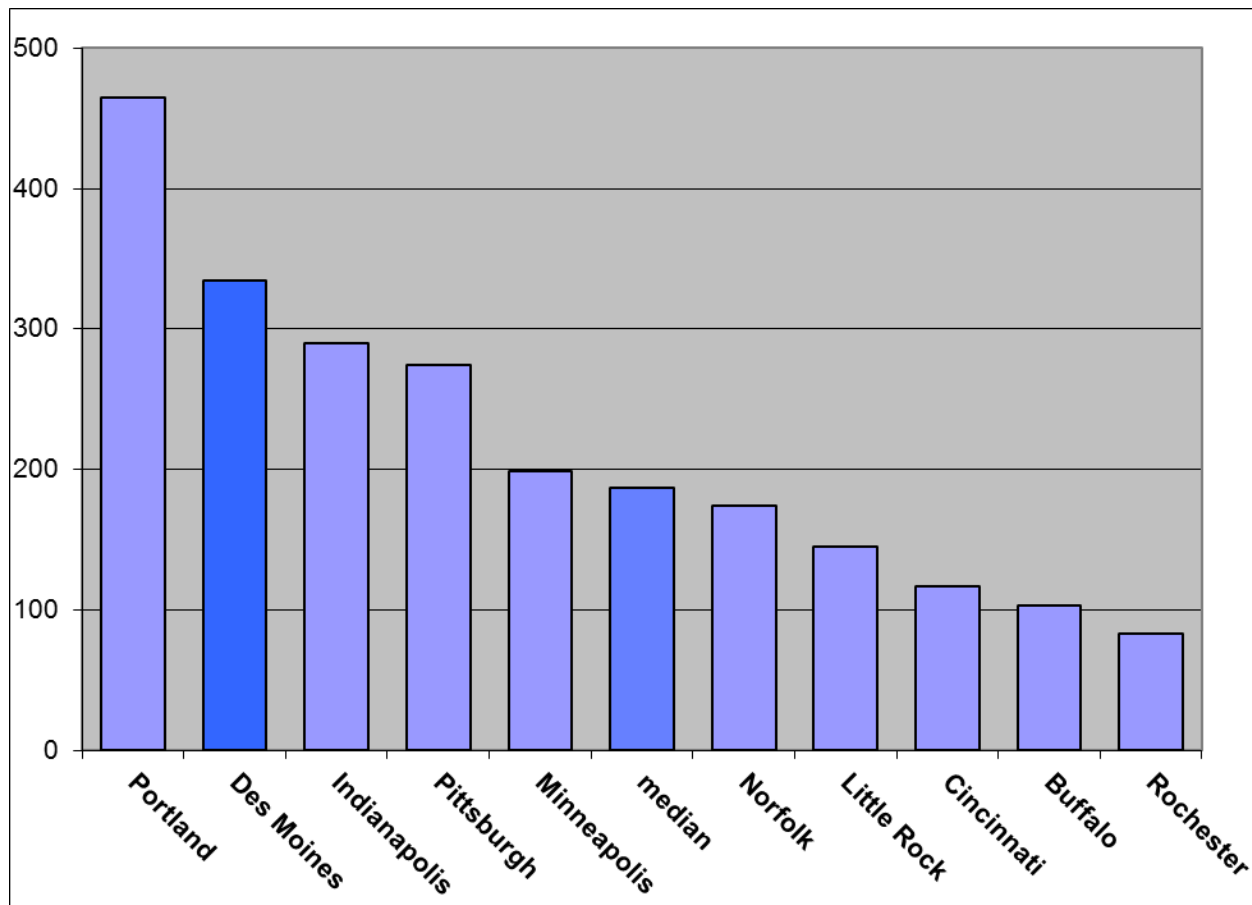
	2014	2013	2012	2011	2010	2009	2008
Superintendent	1.00	1.0	1.0	1.0	1.0	1.0	1.0
Associate Superintendent/Chief Officers	5.00	2.0	2.0	6.0	5.0	5.0	6.0
Executive Directors	5.00	5.0	5.0	3.0	6.0	7.0	5.0
Controller	1.00	1.0	1.0	1.0	1.0	1.0	1.0
General Counsel	1.00	1.0	1.0	1.0	1.0	1.0	1.0
All other Admin Contracts (e.g. Deputy Directors/Directors/Zone Mangers)+	25.00	23.0	19.0	18.0	25.0	25.0	26.0
Total Central Administrators	38.00	33.0	29.0	30.0	39.0	40.0	40.0
All other Administrators (e.g. buildings)	83.0	83.0	87.0	86.0	91.0	91.0	84.0
Total Administrators	121.00	116.0	116.0	116.0	130.0	131.0	124.0
Student Enrollment	TBD	32,062	31,546	30,954	30,783	31,129	31,218

Central Administration Staffing Comparison Data

“It appears that the Des Moines Public Schools is somewhat understaffed compared to other major urban school systems across the country. This understaffing was specific to the number of administrators and support staff – particularly at the central office level. The district has less district administrators and support staff per student and a lower percentage of its staff devoted to district administration than the median of Council districts, districts with at least 15,000 students, and selected comparison districts of similar size.” (see exhibit 6 on next page for comparison district data)

From the Council of the Great City Schools Report on Staffing Levels in The Des Moines Public Schools (2012)

Students per District Administrator and Support Staff Member in Des Moines and Selected Other School Districts in 2009-2010 (FY 2010)



From the Council of the Great City Schools Report on Staffing Levels in The Des Moines Public Schools (2012)

Exhibit 6. Demographic Characteristics of Comparison Districts

	Buffalo	Cincinnati	Des Moines	Indianapolis	Little Rock
Enrollment	34,526	33,449	31,463	33,372	25,837
% Black	56	67	17	55	68
% Hispanic	15	2	21	16	8
% ELLs	9	3	14	12	7
% FRPL	77	62	64	83	70
	Minneapolis	Norfolk	Pittsburg	Portland	Rochester
Enrollment	34,441	34,011	27,945	43,673	32,516
% Black	38	63	57	14	64
% Hispanic	18	4	1	15	22
% ELLs	21	2	1	11	9
% FRPL	65	61	74	45	85

From the Council of the Great City Schools Report on Staffing Levels in The Des Moines Public Schools (2012)